INDEX TO VOLUME 17

1 is the Winter 1997 issue
2 is the Spring 1998 issue
3 is the Summer 1998 issue
4 is the Autumn 1998 issue

AUTHORS

Akinyele, Akinyinka, and Hacker, Maria E. Focusing on Visible Management at a USPS Distribution Center, No. 4, 45–52

Albrecht, Michael, and Cortada, James W. Optimizing Investments in Information Technology, No. 3, 53–60

Amsler, Gordon M., and Knight, Emily. Checking In under Marriott's First Ten Program, No. 4, 53–56

Anderson, Douglas N. Aligned Values + Good Job Fit = Optimum Performance, No. 4, 23–30

Anderson, Merill C. A Primer in Measuring Outsourcing Results, No. 1, 33–42

Anderson, Merill C. Transforming Human Resources: Maximizing Value While Increasing Productivity, No. 3, 61–66

Anderson, Merill C. Transforming Support Work into Competitive Advantage, No. 2, 11–18

Berry, Michael A., and Rondinelli, Dennis A. Strategic and Environmental Management in the Corporate Value Chain at Shaw Industries, No. 3, 17–26

Bohan, George. Whatever Happened to TQM? or, How a Good Strategy Got a Bad Reputation, No. 4, 13–16

Breen, Patrick, and Liddy, Joe. The Ramada Revolution: The Birth of a Service Culture in a Franchise Organization, No. 3, 45–52

Buchen, Irving H. Guiding Self-Directed Teams to Realize their Potential, No. 1, 83–90

Burg, Richard, and Hartshorn, Kay. A Decade of Evolution in a Refinery Laboratory, No. 2, 55–66

Campbell, David O., Jr. Using SPC to Improve Stockroom Operations, No. 4, 37–44

Carroll, Bob. Putting Concurrency in Concurrent Product Design Teams, No. 4, 17–22

Colletti, Joe. Harnessing the Power of Visual Strategic Deployment, No. 3, 67–74

Conner, Daryl R. How To Create a Nimble Organization, No. 4, 31–36

Cortada, James W., and Albrecht, Michael. Optimizing Investments in Information Technology, No. 3, 53–60

Davis, Tom, and Johnson, M. Eric. Improving Supply Chain Performance by Using Order Fulfillment Metrics, No. 3, 3–16

Decker, Kathy, Dupler, Dean, Shields, Mark Q., Smith, Charlene E., and Thomas, Miriam. Enhancing Quality by Improving Employee Morale, No. 4, 65–68

Dedeke, A. Champions for Transition: Developing Community-Based Initiatives Quality into Learning Networks, No. 1, 53–58

Dupler, Dean, Shields, Mark Q., Smith, Charlene E., Thomas, Miriam, and Decker, Kathy. Enhancing Quality by Improving Employee Morale, No. 4, 65–68

Flynn, Christie, Ketzenberger, Kay E., Schaefer, Thomas E., Theis, John, and Marcum, James W. Reading List, No. 3, 83–90

Flynn, Christie, Ketzenberger, Kay E., Schaefer, Thomas E., Theis, John, Tinney, Cathie H., and Marcum, James W. Reading List, No. 2, 93–98

Flynn, Christie, Marcum, James W., Tinney, Cathie J., and Schaefer, Thomas E. Reading List, No. 1, 95–101

Flynn, Christie, Schaefer, Thomas E., and Marcum, James W. Reading List, No. 4, 73–79

Gopal, Christopher, Partsch, Wolfgang, Kamauff, John, and Tyndall, Gene. Ten Strategies to Enhance Supplier Management, No. 3, 31–44

Hacker, Marla E., and Akinyele, Akinyinka. Focusing on Visible Management at a USPS Distribution Center, No. 4, 45–52

Hartshorn, Kay, and Burg, Richard. A Decade of Evolution in a Refinery Laboratory, No. 2, 55–66

Heard, Ed. Putting Commitment to Work Through Short-Cycle Kaizen, No. 3, 75–80

Hitchner, Earle. Apple to the Core, No. 2, 89–92

Hitchner, Earle. Do It My Way—or Fail, No. 1, 91–94

Hitchner, Earle. Straighten Up and Fly Right, No. 4, 69–72

Hitchner, Earle. Uncommon Sense, No. 3, 81–82

Hodgetts, Richard M., Luthans, Brett C., and Luthans, Fred. The Role of HRM in Sustaining Competitive Advantage into the 21st Century, No. 1, 73–82

Holton, Elwood F., III, and Swanson, Richard A. Developing and Maintaining Core Expertise in the Midst of Change, No. 2, 29–38

Houser, William F., and Klopsic, Albert R. Increased Throughput with Rapid Changeovers at Tenneco, No. 1, 59–66

Ibielski, Dieter. So What about Small Business Productivity?, No. 1, 1–4

Johnson, M. Eric, and Davis, Tom. Improving Supply Chain

©1998 John Wiley & Sons, Inc.
CCC 0277-8556/98/1704083-05

Performance by Using Order Fulfillment Metrics, No. 3, 3–16
Joy, Louis W., III, and Smith, Francis. Improving Shop Floor Operations through Production Sequencing at EMC Technology, No. 2, 19–28
Kamauff, John, Tyndall, Gene, Gopal, Christopher, and Partch, Wolfgang. Ten Strategies to Enhance Supplier Management, No. 3, 31–44
Kane, Michael E. Pilot Error: Are You Setting Your Organization on a Crash Course?, No. 2, 81–88
Ketzenberger, Kay E., Schaefer, Thomas E., Theis, John, Marcum, James W., and Flynn, Christie. Reading List, No. 3, 83–90
Ketzenberger, Kay E., Schaefer, Thomas E., Theis, John, Tinney, Cathie H., Marcum, James W., and Flynn, Christie. Reading List, No. 2, 93–98
Klopsic, Albert R., and Houser, William F. Increased Throughput with Rapid Changeovers at Tenneco, No. 1, 59–66
Knight, Emily, and Amsler, Gordon M. Checking In under Marriott's First Ten Program, No. 4, 53–56
Kohnke, Luane. Establishing Customer-Focused Transaction Standards at Prudential, No. 2, 39–46
Kopelman, Richard E. Managing for Productivity: One-Third of the Job, No. 3, 1–2
Kopelman, Richard E., and Olivero, Gerald. Reducing Patient-Flow Cycle Time in the Emergency Room of an Inner-City Hospital, No. 4, 5–12
Leahy, Charles, and Rieley, James B. Understanding the Impact of a Corporate Buyout, No. 4, 57–64
Liddy, Joe, and Breen, Patrick. The Ramada Revolution: The Birth of a Service Culture in a Franchise Organization, No. 3, 45–52
Lucas, James R. Illusion and the Death of Quality, No. 2, 1–4
Luthans, Brett C., Luthans, Fred, and Hodgetts, Richard M. The Role of HRM in Sustaining Competitive Advantage into the 21st Century, No. 1, 73–82
Luthans, Fred, Hodgetts, Richard M., and Luthans, Brett C. The Role of HRM in Sustaining Competitive Advantage into the 21st Century, No. 1, 73–82
Marcum, James W., Flynn, Christie, and Schaefer, Thomas E. Reading List, No. 4, 73–79
Marcum, James W., Flynn, Christie, Ketzenberger, Kay E., Schaefer, Thomas E., and Theis, John. Reading List, No. 3, 83–90
Marcum, James W., Flynn, Christie, Ketzenberger, Kay E., Schaefer, Thomas E., Theis, John, and Tinney, Cathie H. Reading List, No. 2, 93–98
Marcum, James W., Tinney, Cathie J., Schaefer, Thomas E., and Flynn, Christie. Reading List, No. 1, 95–101
Milakovich, Michael E. The State of Results-Driven Customer Service Quality in Government, No. 2, 47–54
Mitro, Tom. Integrated Order Fulfillment Helps Customer Service Take Off at British airways, No. 3, 27–30
Oleson, John D. Developing Custom Manufacturing Supply Chain Capabilities, No. 2, 73–80
Olivero, Gerald, and Kopelman, Richard E. Reducing Patient-Flow Cycle Time in the Emergency Room of an Inner-City Hospital, No. 4, 5–12
Owen, Harrison. Opening Space for Productivity, No. 1, 67–72
Partsch, Wolfgang, Kamauff, John, Tyndall, Gene, and Gopal, Christopher. Ten Strategies to Enhance Supplier Management, No. 3, 31–44
Podzunas, Albert E., Jr., and Santowski, Jerome G. Focused Performance Measures Drive Improvement at Broan, No. 2, 5–10
Poirer, Charles C. Evolving to the Ultimate Level of Performance through Supply Chain Management, No. 1, 11–24
Rieley, James B., and Leahy, Charles. Understanding the Impact of a Corporate Buyout, No. 4, 57–64
Robinson, Alan G., and Stern, Sam. Three Simple Principles that Dramatically Boost Corporate Creativity, No. 1, 43–52
Rondinelli, Dennis A., and Berry, Michael A. Strategic and Environmental Management in the Corporate Value Chain at Shaw Industries, No. 3, 17–26
Rose, Tom. Notes from the Front: Influence Patterns in the Post-Reengineering Organization, No. 2, 67–72
Roth, William. Work Ethics, No. 4, 1–4
Santowski, Jerome G., and Podzunas, Albert E., Jr. Focused Performance Measures Drive Improvement at Broan, No. 2, 5–10
Schaefer, Thomas E., Flynn, Christie, Marcum, James W., and Tinney, Cathie J. Reading List, No. 1, 95–101
Schaefer, Thomas E., Marcum, James W., and Flynn, Christie. Reading List, No. 4, 73–79
Schaefer, Thomas E., Theis, John, Marcum, James W., Flynn, Christie, and Ketzenberger, Kay E. Reading List, No. 3, 83–90
Schaefer, Thomas E., Theis, John, Tinney, Cathie H., Marcum, James W., Flynn, Christie, and Ketzenberger, Kay E. Reading List, No. 2, 93–98
Shields, Mark Q., Smith, Charlene E., Thomas, Miriam, Decker, Kathy, and Dupler, Dean. Enhancing Quality by Improving Employee Morale, No. 4, 65–68
Smith, Charlene E., Thomas, Miriam, Decker, Kathy, Dupler, Dean, and Shields, Mark Q. Enhancing Quality by Improving Employee Morale, No. 4, 65–68
Smith, Francis, and Joy, Louis W., III. Improving Shop Floor Operations through Production Sequencing at EMC Technology, No. 2, 19–28
Stern, Sam, and Robinson, Alan G. Three Simple Principles that Dramatically Boost Corporate Creativity, No. 1, 43–52
Swanson, Richard A., and Holton, Elwood F., III. Developing and Maintaining Core Expertise in the Midst of Change, No. 2, 29–38
Theis, John, Marcum, James W., Flynn, Christie, Ketzenberger, Kay E., and Schaefer, Thomas E. Reading List, No. 3, 83–90
Theis, John, Tinney, Cathie H., Marcum, James W., Flynn, Christie, Ketzenberger, Kay E., and Schaefer, Thomas E.

Reading List, No. 2, 93–98
Thomas, Miriam, Decker, Kathy, Dupler, Dean, Shields, Mark Q., and Smith, Charlene E. Enhancing Quality by Improving Employee Morale, No. 4, 65–68
Tinney, Cathie H., Marcum, James W., Flynn, Christie, Ketzenberger, Kay E., Schaefer, Thomas E, and Theis, John. Reading List, No. 2, 93–98
Tinney, Cathie J., Schaefer, Thomas E., Flynn, Christie, and Marcum, James W. Reading List, No. 1, 95–101
Tucci, Rick. First Chicago Employees Give Retail Banking a "Workout," No. 1, 25–32
Tyndall, Gene, Gopal, Christopher, Partsch, Wolfgang, and Kamauff, John. Ten Strategies to Enhance Supplier Management, No. 3, 31–44
White, Eleanor. Relying on the Power of People at Saturn, No. 1, 5–10

ADMINISTRATIVE PERFORMANCE

Using SPC To Improve Stockroom Operations, David O. Campbell, Jr., No. 4, 37–44

AGILITY

Developing Custom Manufacturing Supply Chain Capabilities, John D. Oleson, No. 2, 73–80

BOOKS REVIEWED

Apple: The Inside Story of Intrigue, Egomania, and Business Blunders, Jim Carlton, No. 2, 89–92
Dangerous Company: The Consultancy Powerhouses and the Businesses They Save and Ruin, James O'Shea and Charles Madigan, No. 1, 91–94
From Worst to First: Behind the Scenes of Continental's Remarkable Comeback, Gordon Bethune and Scott Huler, No. 4, 69–72
The Human Equation: Building Profits by Putting People First, Jeffrey Pfeffer, No. 3, 81–82

CAPACITY MANAGEMENT

Improving Shop Floor Operations through Production Sequencing at EMC Technology, Louis W. Joy, III and Francis Smith, No. 2, 19–28

CASE STUDIES

Checking In under Marriott's First Ten Program, Emily Knight and Gordon M. Amsler, No. 4, 53–56
Establishing Customer-Focused Transaction Standards at Prudential, Luane Kohnke, No. 2, 39–46
First Chicago Employees Give Retail Banking a "Workout," Rick Tucci, No. 1, 25–32
Focused Performance Measures Drive Improvement at Broan, Jerome G. Santowski and Albert E. Podzunas, Jr., No. 2, 5–10
Focusing on Visible Management at a USPS Distribution Center, Maria E. Hacker and Akinyinka Akinyele, No. 4, 45–52
Improving Shop Floor Operations through Production Sequencing at EMC Technology, Louis W. Joy, III and Francis Smith, No. 2, 19–28
Increased Throughput with Rapid Changeovers at Tenneco, Albert R. Klopsic and William F. Houser, No. 1, 59–66
Putting Concurrency in Concurrent Product Design Teams, Bob Carroll, No. 4, 17–22
Relying on the Power of People at Saturn, Eleanor White, No. 1, 5–10
Strategic and Environmental Management in the Corporate Value Chain at Shaw Industries, Dennis A. Rondinelli and Michael A. Berry, No. 3, 17–26
Understanding the Impact of a Corporate Buy-Out, James B. Rieley and Charles Leahy, No. 4, 57–64
Using SPC To Improve Stockroom Operations, David O. Campbell, Jr., No. 4, 37–44

CHANGE MANAGEMENT

Developing and Maintaining Core Expertise in the Midst of Change, Richard A. Swanson and Elwood F. Holton, III, No. 2, 29–38
How To Create a Nimble Organization, Daryl R. Conner, No. 4, 31–36
Optimizing Investments in Information Technology, Michael Albrecht and James W. Cortada, No. 3, 53–60
Whatever Happened to TQM? Or, How a Good Strategy Got a Bad Reputation, George Bohan, No. 4, 13–16

COMMUNITY TQM

Champions for Transition: Developing Community-Based Quality Initiatives into Learning Networks, A. Dedeke, No. 1, 53–58

COMPETITIVENESS

How to Create a Nimble Organization, Daryl R. Conner, No. 4, 31–36

CONCURRENT PRODUCT DESIGN TEAMS

Putting Concurrency in Concurrent Product Design Teams, Bob Carroll, No. 4, 17–22

CONTINUOUS IMPROVEMENT

Putting Commitment to Work Through Short-Cycle Kaizen, Ed Heard, No. 3, 75–80

CORE EXPERTISE

Developing and Maintaining Core Expertise in the Midst of Change, Richard A. Swanson and Elwood F. Holton, III, No. 2, 29–38

CORPORATE CULTURE

A Decade of Evolution in a Refinery Laboratory, Kay Hartshorn and Richard Burg, No. 2, 55–66

CUSTOMER SERVICE

Checking in under Marriott's First Ten Program, Emily Knight and Gordon M. Amsler, No. 4, 53–56

Establishing Customer-Focused Transaction Standards at Prudential, Luane Kohnke, No. 2, 39–46
Evolving to the Ultimate Level of Performance through Supply Chain Management, Charles C. Poirer, No. 1, 11–24
Integrated Order Fulfillment Helps Customer Service Take Off at British airways, Tom Mitro, No. 3, 27–30
The Ramada Revolution: The Birth of a Service Culture in a Franchise Organization, Patrick Breen and Joe Liddy, No. 3, 45–52
Reducing Patient-Flow Cycle Time in the Emergency Room of an Inner City Hospital, Gerald Olivero and Richard E. Kopelman, No. 4, 5–12
The State of Results-Driven Customer Service Quality in Government, Michael E. Milakovich, No. 2, 47–54

DEPARTMENTS

Book Review/Apple to the Core, Earle Hitchner, No. 2, 89–92
Book Review/Do It My Way—or Fail, Earle Hitchner, No. 1, 91–94
Book Review/Straighten Up and Fly Right, Earle Hitchner, No. 4, 69–72
Book Review/Uncommon Sense, Earle Hitchner, No. 3, 81–82
Books and Articles in Brief/Reading List, James W. Marcum, Cathie J. Tinney, Thomas E. Schaefer, and Christie Flynn, No. 1, 95–101
Books and Articles in Brief/Reading List, James W. Marcum, Christie Flynn, and Thomas E. Schaefer, No. 4, 73–79
Books and Articles in Brief/Reading List, James W. Marcum, Christie Flynn, Kay E. Ketzenberger, Thomas E. Schaefer, and John Theis, No. 3, 83–90
Books and Articles in Brief/Reading List, James W. Marcum, Christie Flynn, Kay E. Ketzenberger, Thomas E. Schaefer, John Theis, and Cathie H. Tinney, No. 2, 93–98
A Point of View/Illusion and the Death of Quality, James R. Lucas, No. 2, 1–4
A Point of View/Managing for Productivity: One-Third of the Job, Richard E. Kopelman, No. 3, 1–2
A Point of View/So What about Small Business Productivity?, Dieter Ibielski, No. 1, 1–4
A Point of View/Work Ethics, William Roth, No. 4, 1–4
Data Bank/Productivity Statistics from Around the World, No. 1, 103–106
Data Bank/Productivity Statistics from Around the World, No. 2, 99–101
Data Bank/Productivity Statistics from Around the World, No. 3, 91–94

EMPLOYEE INVOLVEMENT

First Chicago Employees Give Retail Banking a "Workout," Rick Tucci, No. 1, 25–32

EMPLOYEE RELATIONS

Enhancing Quality by Improving Employee Morale, Kathy Decker, Dean Dupler, Mark Q. Shields, Charlene E. Smith, and Miriam Thomas, No. 4, 65–68

FRANCHISE

The Ramada Revolution: The Birth of a Service Culture in a Franchise Organization, Patrick Breen and Joe Liddy, No. 3, 45–52

HUMAN RESOURCES

The Role of HRM in Sustaining Competitive Advantage into the 21st Century, Fred Luthans, Richard M. Hodgetts, and Brett C. Luthans, No. 1, 73–82
Transforming Human Resources: Maximizing Value While Increasing Productivity, Merill C. Anderson, No. 3, 61–66

IDEAS FOR IMPROVEMENT

Three Simple Principles that Dramatically Boost Corporate Creativity, Alan G. Robinson and Sam Stern, No. 1, 43–52

INFORMATION TECHNOLOGY

Optimizing Investments in Information Technology, Michael Albrecht and James W. Cortada, No. 3, 53–60

INTELLECTUAL CAPITAL

Developing and Maintaining Core Expertise in the Midst of Change, Richard A. Swanson and Elwood F. Holton, III, No. 2, 29–38

MANUFACTURING

Improving Shop Floor Operations through Production Sequencing at EMC Technology, Louis W. Joy, III and Francis Smith, No. 2, 19–28
Putting Concurrency in Concurrent Product Design Teams, Bob Carroll, No. 4, 17–22

MEASUREMENT

Focused Performance Measures Drive Improvement at Broan, Jerome G. Santowski and Albert E. Podzunas, Jr., No. 2, 5–10
A Primer in Measuring Outsourcing Results, Merill C. Anderson, No. 1, 33–42

MEETING MANAGEMENT

Opening Space for Productivity, Harrison Owen, No. 1, 67–72

NIMBLE ORGANIZATION

How To Create a Nimble Organization, Daryl R. Conner, No. 4, 31–36

ORDER FULFILLMENT METRICS

Improving Supply Chain Performance by Using Order Fulfillment Metrics, M. Eric Johnson and Tom Davis, No. 3, 3–16

OUTSOURCING

A Primer in Measuring Outsourcing Results, Merill C. Anderson, No. 1, 33–42

PERFORMANCE IMPROVEMENT
Aligned Values + Good Job Fit = Optimum Performance, Douglas N. Anderson, No. 4, 23–30
Transforming Human Resources: Maximizing Value While Increasing Productivity, Merill C. Anderson, No. 3, 61–66

PRODUCTION SEQUENCING
Improving Shop Floor Operations through Production Sequencing at EMC Technology, Louis W. Joy, III and Francis Smith, No. 2, 19–28

PRODUCTIVITY IMPROVEMENT
Increased Throughput with Rapid Changeovers at Tenneco, Albert R. Klopsic and William F. Houser, No. 1, 59–66

PUBLIC SECTOR
The State of Results-Driven Customer Service Quality in Government, Michael E. Milakovich, No. 2, 47–54

REENGINEERING
Notes from the Front: Influence Patterns in the Post-Reengineering Organization, Tom Rose, No. 2, 67–72

REORGANIZATION
Understanding the Impact of a Corporate Buyout, James B. Rieley and Charles Leahy, No. 4, 57–64

SERVICE PERFORMANCE
Reducing Patient-Flow Cycle Time in the Emergency Room of an Inner-City Hospital, Gerald Olivero and Richard E. Kopelman, No. 4, 5–12

SOURCING
Transforming Support Work into Competitive Advantage, Merill C. Anderson, No. 2, 11–18

STATISTICAL PROCESS CONTROL
Using SPC To Improve Stockroom Operations, David O. Campbell, Jr., No. 4, 37–44

STRATEGIC DEPLOYMENT
Pilot Error: Are You Setting Your Organization on a Crash Course?, Michael E. Kane, No. 2, 81–88

STRATEGIC PLANNING
Focusing on Visible Management at a USPS Distribution Center, Marla E. Hacker and Akinyinka Akinyele, No. 4, 45–52
Harnessing the Power of Visual Strategic Deployment, Joe Colletti, No. 3, 67–74

SUPPLY CHAIN MANAGEMENT
Developing Custom Manufacturing Supply Chain Capabilities, John D. Oleson, No. 2, 73–80
Evolving to the Ultimate Level of Performance through Supply Chain Management, Charles C. Poirer, No. 1, 11–24
Improving Supply Chain Performance by Using Order Fulfillment Metrics, M. Eric Johnson and Tom Davis, No. 3, 3–16
Integrated Order Fulfillment Helps Customer Service Take Off at British Airways, Tom Mitro, No. 3, 27–30
Strategic and Environmental Management in the Corporate Value Chain at Shaw Industries, Dennis A. Rondinelli and Michael A. Berry, No. 3, 17–26
Ten Strategies to Enhance Supplier Management, Gene Tyndall, Christopher Gopal, Wolfgang Partsch, and John Kamauff, No. 3, 31–44

TEAMS
Guiding Self-Directed Teams to Realize their Potential, Irving H. Buchen, No. 1, 83–90
Putting Concurrency in Concurrent Product Design Teams, Bob Carroll, No. 4, 17–22
Relying on the Power of People at Saturn, Eleanor White, No. 1, 5–10

TQM
Whatever Happened to TQM? Or, How a Good Strategy Got a Bad Reputation, George Bohan, No. 4, 13–16

TRAINING
Guiding Self-Directed Teams to Realize their Potential, Irving H. Buchen, No. 1, 83–90

TRANSACTION STANDARDS
Establishing Customer-Focused Transaction Standards at Prudential, Luane Kohnke, No. 2, 39–46